

**DEPARTMENT OF THE TREASURY  
FEDERAL LAW ENFORCEMENT TRAINING CENTER  
GLYNCO, GEORGIA 31524**

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FLETC DIRECTIVE (FD)

NUMBER: 63-12

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Subject:

DATE: 08/26/80

Sunset Review:

POSITION MANAGEMENT PROGRAM

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1. PURPOSE. This directive formally establishes the FLETC's Position Management Program, which is designed to :
  - a. Promote a position structure which best serves mission needs by providing optimum balance among economy, efficiency, effectiveness, skills utilization, attraction and retention of a competent work force, and employee development.
  - b. Provide a vehicle by which the Center more effectively controls its organization and position structure.
  - c. Implement a review of all positions to determine if they are needed, and if they are accurately described and classified.
2. SCOPE. The provisions of this directive apply to all management and supervisory personnel of the Center.
3. CANCELLATION. This directive cancels FLETC Directive No. 63-12, dated May 26, 1978.
4. RESPONSIBILITY. This program is administered by the FLETC Position Management Board, which reports to the Director of the Center. The Position Management Board is responsible for recommendations concerning manpower policy and arbitration of competing demands for manpower resources.
  - a. The Deputy Director is designated as the Position Management Officer, with the following personnel designated as members of the Position Management Board:
    - Assistant Director (Resources Management)
    - Assistant Director (Faculty Management)
    - Assistant Director (Program Management)
    - Personnel Officer
    - Management Official concerned with the specific review.
  - b. The focal point for control is the Personnel Division, which is responsible for certifying the need and current accuracy of all positions; analyzing positions structures; coordinating comprehensive organizational structure studies; and

recommending plan of action to the Position Management Board. Plan of action recommended will include management considerations and integration of the demands of production, efficiency of operations, and human management and development.

c. Within program guidelines set forth by the Director, following areas of responsibility are delineated:

(1) The line manager is responsible for: (a) conducting position reviews, personally or through subordinate supervision; (b) analyzing results in conduction with Personnel Division; (c) formulating and recommending a final position structure; and (d) determining need for changes in position content and initiating modifications throughout the year when deemed appropriate.

(2) The Personnel Division is responsible for: (a) formulating an annual review schedule encompassing all segments of the Center; (b) disseminating all documents; (c) analyzing and auditing the review results; (d) providing input for organization or functional realignment plans; and (e) monitoring the daily operation of the program.

(3) The Position Management Board, under the direction of the Position Management Officer, is responsible for: (a) assisting line managers in conducting cyclic position management reviews using the standards in Attachment 1; (b) reviewing all proposed new positions and changes in duties of organizational relationships of existing positions before classification or personnel actions are processed; (c) assisting line management in planning reorganization or establishing organization components; and (d) documenting the results of position review.

## 5. ACTION.

a. The execution of the Position Management Program includes two types of review--cyclic review and individual reviews. In both types of reviews each position will be assessed against the position management standards in Attachment 1 and placed in one of the following categories:

Category 1 - Position is soundly established.

Category 2 - Position is acceptable as established only because of non-personnel circumstances which prevent immediate change (lack of funds, equipment, approval from higher authority, etc.)

Category 3 - Position is acceptable as established for continuation of incumbency only, since adverse action against incumbent would be more detrimental to accomplishment of mission than continuing the existing situation.

Category 4 - Position is not acceptable as constituted under any circumstances; immediate corrective action must be taken.

b. Cyclic position management reviews will be conducted each year simultaneously with, and in coordination with, position classification maintenance review. Attachment 2 will be issued by the Personnel Division showing all authorized and active positions, whether filled or vacant, in a given organizational segment. The Personnel Officer will assist line management officials in the conduct of position management reviews. The categorization of positions, as described above, will be accomplished by the Position Management Board based on review results.

c. Individual position management reviews will be conducted in accordance with procedures outlined in Attachment 3. All requests for personnel action, Standard Form 52, will be submitted to the Personnel Officer for evaluation. A copy of the evaluation will be routed to the originating division. The Personnel Division will take appropriate action on all personnel action requests, notify the originating division of the action taken or in the case of unresolved differences, deliver the personnel action request to the Position Management Officer for final resolution.

d. Recommendations for the distribution of increases or decreases in personnel ceilings will be made by the Position Management Board. Recommendations will be reviewed and approved/disapproved by the Director.

6. MEETINGS. The Position Management Board will meet quarterly and at such other times as the need dictates. The meetings will be scheduled by the Personnel Officer.

7. OFFICE OF PRIMARY INTEREST. Personnel Division, Office of Resource Management.

A.F. Brandstatter  
Director

#### Attachments (3)

1. Federal Law Enforcement Training Center Position Management Standards
2. Form FTC-PER-10, Position Review List (Available from the Personnel Division)
3. Procedures for Processing Standard Form 52, Request for Personnel Action

## FEDERAL LAW ENFORCEMENT TRAINING CENTER POSITION MANAGEMENT STANDARDS

### PURPOSE

These standards are for the use of line managers and staff specialists in determining the soundness of positions and groups of positions (organization structures) from a position management viewpoint.

PART I provides criteria to consider when setting up new positions, changing the work of existing positions, or filling vacancies, reestablishing inactive positions, or taking other actions involving one or more positions in an organization segment.

PART II provides criteria to consider when conducting cyclic reviews, reorganizing, or making special studies which involve groups of positions - for example, all the positions in an organization or all the positions in the Center as a whole. This part addresses many of the same questions as Part I but explores the interrelationships involved more intensively. Part I has been purposely designed to avoid the type of searching inquiry expected in applying Part II.

### APPLICATION

In some cases the criteria will apply readily, in others will require considerable judgement or will call for information that only certain specialists possess. Reaching a conclusion that a position or an organization structure is sound under these criteria will similarly require judgement, and no rule can be given on how far a situation can depart from the criteria and still support such a conclusion. The general premise is that all the criteria should be met.

### PART I. CRITERIA TO CONSIDER WHEN SETTING UP A NEW POSITION OR FILLING A VACANCY

NOTE: These criteria also apply when changing the work of a position, reestablishing an inactive position, or taking any other action involving one or a few positions in an organization segment.

1. The position is needed.
  - a. It helps accomplish current Center objectives.
  - b. The current and projected workload clearly support setting it up or continuing it.

c. It represents the best use of available funds or is important enough to support a request for additional funds.

2. The position is sound from the standpoint of economy and effectiveness.

a. It fits satisfactorily into the present or anticipated workflow.

b. The work cannot be absorbed by other positions without serious damage to essential functions, nor can it be performed more economically or effectively by introducing a labor-saving device. Suitable arrangements cannot be made to shift any sporadic or seasonal work to other positions.

c. If it is supervisory, the segment supervised cannot be merged with another without seriously interfering with mission accomplishment.

d. If it is supervisory it reflects a reasonably broad span of control. At least three substantive personnel (performing the "line" work of the segment) are supervised at the first level, and many more when subordinates require little attention, policies and procedures are well established, and the workload is stable. At higher levels a minimum of three segments are supervised.

e. If it is a deputy (full-time line assistant), it is not being established primarily for continuity. The supervisory workload is too much for one person or the superior is frequently away for extended periods and the deputy must make major decisions in his absence. Such responsibility cannot be assigned on a part-time or rotating basis to other personnel.

f. If it is a support or service position it does not unduly increase the ratio of such positions to "producer" positions.

g. If it is concerned with high-level work, it does not remove some of this work from other positions without good reason. (Furnishing backup to a higher-level employee in his absence is not normally such a reason.)

3. The position is sound from a personnel management viewpoint.

a. Someone with suitable qualifications can probably be obtained within a reasonable period of time.

b. If the position is an additional one requiring scarce skills of a particular type (and therefore posing a recruitment problem for the activity), this is because operational needs permit no alternative.

c. Any specialized training called for can be arranged.

- d. The position is consistent with the Center's affirmative action program.
  - e. The position is consistent with established career management plans.
4. The position is sound from a motivational viewpoint.
- a. It is not unduly narrow. It provides reasonable opportunity for job satisfaction in terms of achievement and responsible performance.
  - b. If it is an entry or low-level position it is not "dead-end"-it provides reasonable opportunity to progress to higher-level work.
  - c. If it is supervisory it is more that of a true manager (goal-setter, planner, developer of people, etc.) than a "pusher" or "superchecker."

## PART II. CRITERIA TO CONSIDER WHEN STUDYING AN ENTIRE ORGANIZATIONAL SEGMENT

For use when conducting cyclic reviews, reorganizing, or making special studies which involve groups of positions, for example, all the positions in the Center as whole.

1. All the work performed is essential.
- a. Each major item of work helps accomplish current Center's objectives.
  - b. Any duplication or overlap with other segments is deliberate because of operational needs.
  - c. Where funds or other controls prevent 100% staffing of the entire organization, "must do" functions are more fully staffed than "should do" functions.
2. The structure reflects a reasonable balance between economy and effectiveness.
- a. Significant portions of the work cannot be absorbed elsewhere or done more economically without serious damage to essential functions.
  - b. Staffing reflects proper program emphasis. Where the segment has been cut back, its ability to perform its work has not been seriously impaired (through a top-heavy structure caused by RIF of lower-level employees or other imbalance).
  - c. Staffing is based on average rather than peak workload, using work measurement criteria and considering workload trends.

d. If the mission is expanding, staff (especially supervisory) is not being added too far in advance of the time when the workload becomes actual.

e. The average grade (i.e., the product of the multiplication of the number of employees in each grade of a particular grouping of employees (bureau, organization, occupation, etc.) times the grade and the division of the total figure for all grades by the total number of employees) of the segment reflects the nature of the work done (e.g., the frequency with which senior skills are called for) or, if not, is the result of a purposeful response to operational needs.

f. Supervisors are kept to a minimum--no more than are actually required full-time, to provide leadership and give guidance to fully trained personnel. Additional supervision needed for trainees is earmarked for periodic review.

g. There is no unnecessary fragmentation--span of control is reasonably broad. Supervisors are responsible for the work of at least three substantive personnel (performing the "line" work of the segment supervised) and many more when subordinates require little attention, policies and procedures are well established, and workload is stable. Supervisors above the first level manage at least three segments.

h. Deputy positions (full-time line assistants) do not exist primarily for continuity. In each case the supervisory workload is too much for one person, or the superior is frequently away for extended periods and the deputy must make major decisions in his absence. Such responsibility cannot be assigned on a part-time or rotating basis to other personnel.

3. The structure is sound from a personnel management viewpoint.

a. Work assignments result in classifications that permit suitable and timely replacement from the labor market (to the extent that replacement needs can be anticipated from turnover history).

b. Any spreading of scarce skills among several positions (which tends to complicate recruitments) is because operational needs permit no alternative.

c. The number of trainee and junior positions takes in account estimated needs for higher-level employees (replacement needs or workload increase needs), and the required training can be arranged.

d. There is good manpower utilization. To the extent feasible, work assignments fit the special skills, experience, and potential of present employees.

e. Positions have been designed where feasible for recruitment or advancement of disadvantaged people (members of minority groups, handicapped,

occupants of dead-end positions, etc.) by “shredding” lower-level work from some of the segment’s positions, or otherwise creating special entry or intermediate positions.

4. The structure enhances communication, decision-making, and the speed/quality of organizational responsiveness.

a. It is reasonably simple, considering the operations involved. Closely related work is associated physically as well as organizationally so that it can be more easily coordinated.

b. It is technologically suitable (in relation to workflow, procedures, equipment, facilities, layout, etc.). It is flexible enough to accommodate to foreseeable workload fluctuation--it includes plans for shifting employees among jobs in peak or slack periods.

c. The division of work by function, product, purpose, etc., is the best for the work performed, considering the special advantages the various arrangements offer (for example, easier coordination and better executive development under a product arrangement; more economical use of equipment and greater consistency of technical decisions under a functional arrangement).

d. The organization is not unduly layered--it is “flat” rather than “tall”. Review levels are kept to a minimum. Authority for operational decisions is suitably delegated--when, for example:

- Speedy, on-the-spot decisions must be made
- There is little need for uniformity or for coordination among segments
- The types of decisions are less significant
- Decisions can be based on rules or policy
- The personnel involved can be expected to know the facts or can get them together readily, and are believed capable of making sound decisions

5. The structure is sound from a motivational viewpoint.

a. Positions have sufficient job interest--are not unduly narrow. They provide reasonable opportunity for job satisfaction in terms of achievement, growth, decision-making, responsibility, and other aspects of “job enrichment.”

b. Attention is given to promotion potential in positions. Career ladders (not necessarily confined to the segment or even the Center itself) provide entry to key positions.



- c. Pertinent behavioral research findings have been considered. For example:
- The advantage of departing from traditional forms of organization in special situations (such as the project manager concept in research and development).
  - The importance from an organizational "climate" point of view of supervisory positions being more managerial (goal-setting, planning, developing subordinates, etc.) than "pusher" or "superchecker" positions.
- d. Prompt and sufficient recognition is afforded employee contributions that result in increased effectiveness through improved procedures or performance.
- e. Unusual turnover, sick leave, or absenteeism are not primarily due (as determined from general observation or from attitude surveys) to the organization structure or the individual positions.

FEDERAL LAW ENFORCEMENT TRAINING CENTER  
PROCEDURES FOR PROCESSING STANDARD FORM 52,  
REQUEST FOR PERSONNEL ACTION

ORIGINATING DIVISION

1. Submit Standard Form 52 to the Personnel Officer for review.
2. Receive a copy of the Management Review and submit rebuttal to the Personnel Officer if desired.

PERSONNEL DIVISION

1. Review each Standard Form 52 submitted; recommend appropriate action to be taken, and recommend classification of each position into one of four position management categories.
2. Forward a copy of the position review to the originating division.
3. Take positive action on Standard Form 52's which require no further review or decisions.
4. Contact the Position Management Officer for a final decision on any unresolved differences.
5. Contact the Accounting Officer on any approved personnel action for verification of adequate funds available.
6. Notify the originating division of the action taken.

POSITION MANAGEMENT OFFICER (Deputy Director)

1. Make final decision on any unresolved differences and notify the Personnel Officer of the action to be taken.